

Chapter 2--Personnel Training

Overview This chapter is intended to provide guidance to Division line management on how to determine basic qualification, certification, and training requirements for its employees; develop or select appropriate training; document training plans and results; and use the resources of the BUS Division Training staff.

Definition: expert performer An expert performer (EP) is an employee who has worked in a job category for an extended length of time and/or who has gained extensive working knowledge of the tasks involved in that job category.

Definition: job family A job family is two or more jobs that are closely related in function.

Definition: subject matter expert A subject matter expert (SME) is an employee who has extensive, broad-based knowledge of the organization, its job categories, and the tasks involved in each.

Definition: table top analysis Table top analysis (TTA) is a method involving a team composed of an SME, one or more EPs from one job category, and a training specialist, which meets to identify duty areas involved in a specific job and the tasks performed within each duty area.

Definition: task list A task list is a list of the tasks that are required for safe, competent job performance, which is used as the content of a training program. The list must be validated by line management.

In this chapter The following information is found in this chapter:

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Section 1--BUS Division Training Plan

Introduction **The BUS Division Training Plan was developed as the result of a requirement of the Laboratory's Quality Management Plan (QMP) to provide a uniform, consistent approach to the development of training plans.**

In this section **This section contains the following topics:**

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Training Plan Responsibilities

Overview

The following table indicates the responsibilities established by this Training Plan:

Responsible Party	Duties
Division Leader and Deputy Division Leader	Have overall authority and responsibility for the training and qualification of BUS personnel.
Line managers (e.g., group leader, team leader)	Ensure that their employees are trained and qualified to perform their assigned duties and that this Training Plan is implemented in a timely and effective manner.
Training specialists and line managers	Determine the basic qualification skills and certification requirements for each job category in BUS.
Training specialists	Train and assist line managers in the implementation of this Training Plan.
Training Office Administrator	Document and maintain employee training records in the Employee Development System (EDS).

Training Plan Process Overview

Process overview

Following is an overview of the BUS Division Training Plan process:

Step	Who Does It	Action
1	Line manager and training specialist	Inventory job positions.
2	Line manager, training specialist, SME, and EPs	Perform job task analysis for each job category.
3	Line manager and training specialist	Sort positions into job families.
4	Line manager, training specialist, and SME	Map progression within (and across, as applicable) job families.
5	Line manager, training specialist, and SME	Determine core training requirements for job category.
6	Line manager, training specialist, and SME	Determine progression requirements for job category.
7	Line manager, training specialist, and SME	Identify acceptable courses for each training requirement.
8	Line manager and training specialist	Identify core training needs for each employee.
9	Line manager and employee	Identify career development training needs and select proposed training.
10	Line manager	Customize an individual's training plan and schedule.
11	Line manager	Track progress against an individual's training plan.

Accomplishin g each step	Detailed procedures for accomplishing each of these steps are located on the following pages of this section.
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Inventory Job Categories

Who does it **The line manager, in coordination with the training specialist, is responsible for performing an inventory of the job categories within each team.**

Procedure **Follow the steps below to perform an inventory of job categories:**

Step	Action
1	Schedule a meeting with a BUS training specialist.
2	Discuss the job categories within your BUS team with the training specialist and learn the job categories inventory process.
3	Draft a Job Categories Inventory.
4	Review and revise the Inventory.
5	Return the Inventory to the training specialist.
6	File the finalized Inventory for later use in the job task analysis.

Next step **The procedure for job task analysis is located on the next page.**

Perform Job Task Analysis

Who does it **The line manager, in coordination with the training specialist, EPs, and SME, is responsible for performing a job task analysis (JTA) for each job category.**

Procedure **Follow the steps below to perform a JTA:**

Step	Action
1	Schedule a pre-JTA meeting with a BUS training specialist, and submit the names of the SME and EPs within your team to the training specialist.
2	Attend a pre-JTA meeting with the SME, EPs, and training specialist to learn the TTA technique.
3	Authorize the SME and EPs to meet with the training specialist as a group to work on the JTA using the TTA technique.
4	Review and concur or revise the resulting draft JTA task list.
5	Return the JTA to the training specialist.
6	File the final copy of the JTA task list.

Next step **The procedure for sorting positions into job families is located on the next page.**

Sort Positions into Job Families

Who does it **The line manager, in coordination with the training specialist, is responsible for sorting positions into job families.**

Procedure **Follow the steps below to sort positions into job families:**

Step	Action
1	Schedule a meeting with the training specialist.
2	Sort the previously defined job categories into job families.
3	Review and concur or revise the resulting draft of the Job Families Document.
4	File the final copy of the Job Families Document.

Next step **The procedure for mapping progression within job families is located on the next page.**

Map Progression Within Job Families

Who does it	The line manager, in coordination with the training specialist and the SME, is responsible for mapping progression within job families.
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Procedure	Follow the steps below to map progression within (and across, as applicable) job families:
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Step	Action
1	Schedule a meeting with the training specialist and the SME to learn the Career Progression Map technique.
2	Draft a Career Progression Map for advancement within a job family and a Map for advancement across job families, if applicable.
3	Review and concur or revise the resulting draft of the Map(s).
4	File the final copy of the Map(s).

Concurrent or next step	The procedure for determining core training requirements for each job category is located on the next page; it may be done concurrently with the mapping progression within job families procedure, above.
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Determine Core Training Requirements for Each Job Category

Who does it	The line manager, in coordination with the training specialist and the SME, is responsible for determining the core training requirements for each job category.
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Procedure	Follow the steps below to determine core training requirements for each job category; this may be done concurrently with the map progression within job families procedure on the previous page:
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Step	Action
1	Schedule a meeting with the training specialist and the SME.
2	Draft a list of the Core Training Requirements for each of the previously defined job categories.
3	Review and concur or revise the resulting draft of the Requirements Document.
4	File the final copy of the Requirements Document.

Concurrent or next step	The procedure for determining progression requirements for each job category is located on the next page; it may be done concurrently with the determining core training requirements for each job category procedure, above.
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Determine Progression Requirements for Each Job Category

Who does it **The line manager, in coordination with the training specialist and the SME, is responsible for determining progression requirements for each job category.**

Procedure **Follow the steps below to determine progression requirements for each job category; this may be concurrently with the determine core training requirements for each job category procedure on the previous page:**

Step	Action
1	Schedule a meeting with the training specialist and the SME.
2	Draft a list of Career Progression Requirements for each of the previously defined job categories.
3	Review and concur or revise the resulting draft of the Requirements Document.
4	File the final copy of the Requirements Document.

Next step **The procedure for identifying acceptable courses for each training requirement is located on the following page.**

Identify Acceptable Courses for Each Training Requirement

Who does it **The line manager, in coordination with the training specialist and the SME, is responsible for identifying the acceptable courses for each training requirement.**

Procedure **Follow the steps below to identify acceptable courses for each training requirement; this may be done concurrently with the determine progression requirements for each job category procedure on the previous page:**

Step	Action
1	Schedule a meeting with the training specialist and the SME.
2	Review course catalogs, and select acceptable courses for each training requirement.
3	Submit to the training specialist the resulting list of acceptable courses for each training requirement for input into the on-line EDS Training Office Course Catalog.

Next step **The procedure for identifying core training needs for each employee is located on the following page.**

Identify Core Training Needs for Each Employee

Who does it	The line manager is responsible for identifying the core training needs of each of the team's employees.
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Procedure	Follow the steps below to identify the core training needs of each employee:
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Step	Action
1	Schedule a meeting with the training specialist to learn the use of the EDS and the generic on-line training plans for each job category, which contains the core training requirements for that job category.
2	Print an employee's generic training plan using the EDS, and review the employee's status for each course listed. Note: A course with an incomplete status is considered a training need and should become a part of the employee's customized training plan (refer to page 2-1-13).
3	Schedule a meeting with the employee to discuss the training needs to be filled.

Next step	The procedure for identifying career development training needs and selecting proposed training is located on the following page.
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Identify Career Development Training Needs and Select Proposed Training

Who does it **The line manager, in conjunction with the employee, is responsible for identifying career development needs, if deemed appropriate by the line manager, and selecting proposed training.**

Procedure **Follow the steps below to identify career development training needs and select proposed training:**

Step	Action
1	Peruse the Career Progression Map(s) for advancement within and/or across the specific job family in which the employee presently works (refer to page 2-1-7).
2	Discuss with the employee the additional courses suggested for career development.
3	Using the on-line EDS Training Office Course Catalog, reach consensus on specific courses to be added to the employee's training plan.

Next step **The procedure for customizing an individual's training plan and schedule is located on the following page.**

Customizing an Individual's Training Plan and Schedule

Who does it	The line manager is responsible for customizing a training plan and schedule for each of the team's employees.
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Procedure	Follow the steps below to customize an individual's training plan and schedule:
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Step	Action
1	In EDS, retrieve the generic training plan for the employee in consideration.
2	Add any agreed upon supplemental and/or specialized courses to the employee's training plan, based on the previously held career development training needs discussion, if applicable (refer to procedure on previous page).
3	Print a copy of the customized training plan and course schedule for the employee and a copy for your file.

Next step	The procedure for tracking progress against an individual's training plan is located on the following page.
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Track Progress Against an Individual's Training Plan

Who Does It **The line manager is responsible for tracking progress against an individual's training plan.**

Procedure **Follow the steps below to track progress against an individual's training plan:**

Step	Action
1	Using EDS, print a copy of an employee's training plan.
2	Review the training plan for the complete or incomplete status of each course.
3	Complete a tracking report and follow up, as necessary.

Recordkeeping **The recordkeeping requirements for reporting training are located on the following page.**

Required Training Records

**What is
maintained**

Auditable records of an individual's participation and performance in, or exception(s) granted from, a training plan shall be maintained by the BUS Training Office. All training records will be entered into the EDS database and will include training completed and/or qualifications achieved and attendance records for training courses.
